

## MONICA M. CEPERO

### CAREER SUMMARY

During my 20 year career, I have accumulated extensive policy, financial, and budgetary experience at the top state and local government levels as well as in the private sector, all of which have prepared me to effectively lead and manage a thriving community as City Manager. Specifically, I have served as:

- an executive level member of county administration for the second largest county in Florida;
- the environmental policy advisor and state-wide local government liaison to the Governor of Florida, responsible for state policy development and formation of a \$6.5 B budget;
- a registered lobbyist on behalf of both the State of Florida as well as in the private sector;
- the statewide public affairs and strategic positioning manager for an international engineering firm; and
- a senior level municipal analyst, where I participated in the creation and implementation of municipal fiscal and strategic planning.

### EDUCATION

**Master of Public Administration;** December 1992  
Specialization in Local Government Administration  
The Florida State University; Tallahassee, Florida

**Bachelor of Science in International Affairs;** December 1990  
Minors in Business Administration and Political Science  
The Florida State University; Tallahassee, Florida

### RELEVANT EXPERIENCE

November 2008 – Present      *Assistant to the County Administrator - Broward County, Florida*

*(Broward County is a full service local government serving nearly 1.8 million residents, 31 municipalities, and encompasses 1,220 sq miles (800 sq miles of which is Everglades conservation area). The proposed FY 2013 budget includes 5,464 employees, an operating budget of \$2.41 B, and a capital and debt service budget of \$1.4B).*

- Responsible for managing the activities of assigned County departments, divisions and offices, as well as exercising administrative control over assigned operations and functions. (Departmental, Division, and Office responsibilities during my tenure includes oversight of: Aviation, Port Everglades (Seaport), Public Works, Transportation, Environment and Growth Management, Finance and Administrative Services, Greater Ft. Lauderdale Convention and Visitors Bureau, Office of Economic and Small Business Development, Parks & Recreation, Libraries Division, Cultural Division, Office of the Medical Examiner, Office of Public Communications, and the Office of Intergovernmental Affairs and Professional Standards).
- Responsible for overseeing and conducting high community profile special assignments and projects, (including: Major Aviation projects (Aviation's South Runway Expansion \$791M, Terminal 4 Gate Replacement \$450M & Terminal Modernization (1-3) \$100M), Bank Atlantic Center (Arena) development analyses, the County's Bond financing activity, Sun Life (Miami Dolphin) Stadium improvement analyses, the County's Administrative Policies & Procedures initiative, County Administration's audit review and tracking system, as well as representing the County Administrator at community meetings, and serve as liaison for various municipalities within the County).
- Lead County liaison for the Broward County Ethics Commission.
- Responsible for assisting in the general management of County government and formation of County Administrator's annual budget recommendations to the County Commission.

**Monica M. Capero**  
**Resume - Page 2**

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- Serve as the County Administration point of contact for the Broward County's Emergency Operations Center, serve as a member of the County Administrator's Emergency Command Staff, as well as responsible for the County wide Continuity of Operations Plan (Emergency Management).
- Serve as the County Administration liaison for various County-wide audit reviews and reports.
- Responsible for exercising considerable independent judgment in determining proper courses of action and developing recommendations for the County Administrator.
- Responsible for performing highly complex administrative assignments under the direction of the County Administrator in order to assist the County Commission and other county officials in the management of county government.
- Responsible for recommending, formulating and carrying out administrative principles, practices and techniques designed to improve the effectiveness and efficiency of county governmental services, as well as analyzing and recommending policies and procedures with strategic foresight as to County wide impact.
- Responsible for proposing innovative approaches to complex problems with respect to the impact of those decisions County wide.
- Share lead responsibility for the weekly County Commission agenda process, responsibility includes review and approval of each agenda item that will be considered by the County Commission.
- Responsible for meeting and conferring with individuals and groups to explain, interpret and discuss county policies on a variety of subjects.
- Serve on selection committees for County wide procurements (past selection committees have included selection of Countywide master banking services, Underwriting firms, Financial Advising firms, Supervisor of Elections facility selection, private auto tag providers, and Executive Search firm services).
- Serve on Executive level recruitment teams (including past nationwide recruitments have included Chief Financial Officer, Chief Information Officer, Parks & Recreation Director, and Assistant Director for the Office of Economic and Small Business Development).
- Responsible for supervising and participating in studies of departmental programs to determine conformity with administrative policy.
- Serve in "Acting" capacity for the County Administrator/Deputy County Administrator in their concurrent absences.

February 2007 – June 2008      **Manager of Strategic Positioning and Public Affairs**  
**PBS&J (has since been acquired by Atkins Global); Miami, FL office**

- Monitored statewide policy and budget development and guided the firm's professional technical staff in offering clients project ideas which encompassed long range state policy information.
- Oversaw and guided the firm's legislative lobbying team, statewide contracts and all related activities.
- Served as a liaison and central point of contact to state agency secretaries and various local government clients at the highest levels of the organizations statewide.
- Implemented statewide public relations and marketing strategies and programs to maintain and expand the firm's active participation in various business opportunities.

January 2000 – January 2007      **Policy Coordinator, Executive Office of the Governor; Tallahassee, FL**

*(During the course of my tenure with the Governor's Office, my role evolved and included a wide array of responsibilities and achievements spanning from the Finance and Economic Analysis oversight of cities in a state of financial emergency, to development and oversight of all environmental policy and budget initiatives of the state. I have listed some of the key elements of my roles below).*

- Responsible for the policy and budgetary oversight of over \$6.5 B and 12,800 employees within the Florida Department of Environmental Protection, the State's five Water Management Districts (South Florida, Southwest Florida, St. Johns River, Suwannee River and the Northwest Florida Water Management Districts), the Florida Fish and Wildlife Conservation Commission, the Department of Agriculture and Consumer Services, and the Florida Department of Citrus.

**Monica M. Cepero**  
**Resume - Page 3**

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- Served as a liaison between the Governor's Office, elected officials, federal, state and local agencies, specialized industries, and the public.
- Served as statewide local government liaison for the Governor.
- Served as one of only seven Policy Coordinators for the Governor, responsible for formulation of all statewide policy and budget recommendations.
- Responsible for briefing the Governor on a daily basis on all matters related to the environment and agriculture in the state.
- Responsible for development, passage and oversight of the Governor's statewide environmental and agricultural policy and budget initiatives.
- Served as a member of the Financial Oversight Board for the City of Miami and the City of Opa Locka as well as served as a member of the Revenue Estimating Conference responsible for monitoring all local government financial emergencies statewide.
- Served as primary advisor to the Governor for the passage of many significant pieces of legislation including: The Florida Energy Technologies and Energy Efficiency Act, the Water Protection and Sustainability Program (which provides priority funding for alternative water supply projects and encourages the establishment of cooperative efforts to meet the state's future water needs), the preservation of nearly 74,000 acres of land by the passage of the Babcock Preservation Act, Workers' Compensation reform (of 2003), and Revision Seven to Article V of the State of Florida Constitution (State funding of courts).
- Prepared revenue and economic impact analyses of proposed legislation, on local government and tax policy issues, as well as monitored complex implementation efforts of local government tax sources of revenue.
- Made determinations for state approval or denial for waiver of the Federal Emergency Management Agency (FEMA) local government match for reimbursement of disaster related expenses.

May 1992 - January 2000

*Senior Management Analyst, Department of Management and Administration  
(Office of Budget and Policy); City of Tallahassee, Florida*

*(After a series of promotions over the course of my tenure with the City, beginning as a Management Intern with the Office of the City Manager and advancing through various levels of analyst positions in the Office of Budget and Policy, my responsibilities progressively increased and included the following):*

- During the course of my tenure at the City, I coordinated, developed, and oversaw city-wide fiscal and strategic planning initiatives, budget preparation and administration for each of the 25 municipal departments, which included generating expenditure data base projections, forecasting, analyzing and monitoring daily operations of departmental budgets, as well as conducting analyses and offering consulting services to City departments on management and budgetary best practices.
- City-wide Coordinator for Performance Measurement and Reporting.
- Project Manager for City-wide Fire Services Charge implementation.
- Annexation Team- Lead: Directed annexation team, resulting in a 19% increase in City acreage.
- Directed groups as a facilitator throughout the City organization on such issues as performance data benchmarking initiatives, service area accountability efforts, incident review cases, and organizational survey findings resulting in best management practices.
- Created and conducted presentations for the City Manager and prepared City Commission agenda items.

**OTHER**

Management Style and Abilities – Strategic thinker with a proven track record as a visionary leader; utilize participative management approaches; listen and value Commission, community, and employee views; consensus builder; employ a strong ethics focus in the workforce; encourage a diverse and inclusive workforce and community; ability to balance neighborhood and business community concerns; possess excellent written and oral communication skills; excellent interpersonal skills; solid project management skills; strong budgetary and financial skills; am a prudent steward of public resources; and, a competent fiscal conservative and resourceful leader.

Other Language - Spanish

**PROFESSIONAL AFFILIATIONS, BOARDS & APPOINTMENTS**

International City/County Management Association (ICMA) member (1991 – 1999, then 2007- Present)

- Workplace Diversity Committee member (1996-1999), Chairperson - Subcommittee for research on the effects of Affirmative Action in higher education, Workplace Diversity Scholarship recipient (1992)

Florida City/County Management Association, member (1991 – 2002, then 2007 - Present)

- Assistant's Committee (1995 - 2000), Assistant's Scholarship recipient (1996)

International Hispanic Network, member (subsidiary of ICMA) (1992 – 2002, then 2007- Present)

Hispanic Leadership Network, Charter Member (2012-Present)

Florida State Employee Charitable Campaign (2002 – 2007) appointed by the Governor as Statewide Steering Committee member, Executive Management Team member, and Governor's Office agency coordinator

Susan G. Komen for the Cure, Miami/Fort Lauderdale/Monroe County, Member of the Board of Directors (2007-Present), served as Co-Chair Policy Committee (2007-2012)

SAVE Dade (Safeguarding American Values for Everyone) Member of the Board of Directors (2009-Present)

United Way of Broward County Public Policy Advisory Committee (2011-2012)

Superbowl XLIV Host Committee, Member (2010)

Sustainable Florida, Collins Center, Member of the Board of Directors (2007-2011), served as Secretary (2010-2011)

Women's Fund of Miami-Dade County, Member of the Board of Directors (2007-2010)

The Florida Bar Association, Grievance Committee member for the Eleventh Judicial Circuit, Division 11E, appointee (2007-2010)

American Council of Young Political Leaders, appointee (2005), current alumni member

Order of Omega National Fraternity Leadership Honorary, appointee (1990), current alumni member

Alpha Chi Omega Sorority, member (1987-1990); Chapter Advisor (1995-1999); current alumni member

**REFERENCES FURNISHED UPON REQUEST**

August 29, 2012

Ms. Renee Narloch, Vice President  
Bob Murray & Associates  
2910 Kerry Forest Pkwy D4-242  
Tallahassee, FL 32309

Dear Ms. Narloch:

Thank you for taking the time to consider my diverse portfolio of skills and experiences. I am confident you will find valuable executive management qualities throughout my resume that align with the specific needs for the City Manager position within the City of Miami Beach, Florida.

As a basic introduction, I'd like you to know that I received my Master's degree in Public Administration, with a specialization in local government administration. During the course of my career, I have accumulated extensive policy, financial, and budgetary experience at the top state and local government levels, as well as in the private sector, all of which have prepared me to effectively lead and manage a thriving community like Miami Beach.

In total, I have over twenty (20) years of progressive state and local government executive management experience. I have a strong track record as being a dynamic, results driven and accomplished professional manager. My successful leadership style coupled with my expertise in government administration makes me an ideal candidate that will add immediate value to the needs of the City. Also, as a resident of South Florida, I am keenly aware of the many challenges the City of Miami Beach has faced in its past, and the issues it will face in the future, and in this way, I bring a well versed and timely perspective on managing the City. Furthermore, being a fluent Spanish speaker affords me yet another opportunity to personally relate and easily communicate with the City's diverse population.

Specifically, I have served as:

- an executive level member of county administration for the second largest county in Florida;
- the environmental policy advisor and state-wide local government liaison to the Governor of Florida, responsible for state policy development and formation of a \$6.5 B budget;
- a registered lobbyist on behalf of both the State of Florida as well as in the private sector;
- the statewide public affairs and strategic positioning manager for an international engineering firm; and
- a senior level municipal analyst, where I participated in the creation and implementation of municipal fiscal and strategic planning.

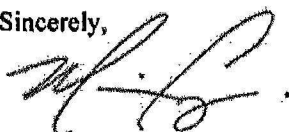
In my current capacity, I serve as the Assistant to the County Administrator for Broward County, Florida, which, as you know, is a complex, full-service urban, tourism-based community, much like Miami Beach, but more populous. My management style, abilities and skills include:

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| • being strategic thinker, with a proven track record as a visionary leader;                 | • the ability to listen and value Commission, community, and employee views; |
| • possessing strong budgetary and financial skills;  | • employing a strong ethics focus throughout the workforce;                  |
| • possessing solid project management skills;  | • possessing excellent written and oral communication skills;                |
| • being a competent, fiscal conservative and resourceful leader;                             | • possessing excellent interpersonal skills;                                 |
| • possessing the ability to balance neighborhood and business community growth and concerns; | • being a prudent steward of public resources;                               |
| • being a consensus builder;   | • being sensitive to diverse populations;                                    |
| • being practiced at utilizing participative management approaches;                          | • the ability to encourage a diverse and inclusive workforce and community.  |

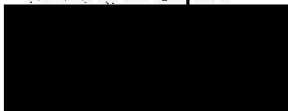
My professional leadership skills and personal integrity have allowed me to positively impact the organizations and the communities in which I have served. I believe in working with the Commission, staff, and the community to make the City the best place to live, work, and visit. I have been described as a consummate local government professional, who is personable and diplomatic. A review of my personal references will reveal that I am hard-working, passionate, and enthusiastic about issues, and have an even keeled demeanor.

I have attached my resume, for your review and consideration. As you can see, I have extensive expertise in the areas that comprise the City Management body of work. My experiences, combined with my skills and education, make me an ideal candidate for City Manager of the City of Miami Beach. I am confident that I can be an asset to the City of Miami Beach and I sincerely look forward to the opportunity to discuss this with you further.

Sincerely,



Monica M Cepero



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